



Flagstaff Stakeholder Interview Analysis Summary

Prepared by Lisa Wise Consulting, Inc. | July 20, 2009

Input from a range stakeholders is essential in developing a land development code that meets the needs and expectations of the community of Flagstaff. To this end, the Consultant Team was pleased to conduct personal interviews with a group of approximately 60 community members. The sessions provided a formal setting to gather feedback from stakeholders representing a variety of interests (see Figure 1). Interviewees were invited to participate based on the recommendations of Flagstaff city staff as provided by Roger Eastman, AICP, CNU, Zoning Code Administrator.

The Consultant Team will continue to collect input from the community through interaction, formal and informal, for the entire project. The interviews summarized in this report are a key component in understanding the community's relationship with the current development code.

Nature of the Interview Process

The interviews were comprised of general, open-ended questions intended to invite conversation (see Appendix A). This method relies on interviewees to drive the process in an open, conversational manner and enabled the Consultant Team to gather more extensive responses that may not otherwise be captured. This method also relies on the community's understanding of the local process, development standards, and changes needed to improve the land development code. The aim of the interviews was to collect that knowledge. The initial interviews provide a wide range of responses and help develop a picture of the most important issues facing the community and the community's reaction to those issues.

The design for the fieldwork protocol derives, in part, from Arthur Kleinman, a psychiatrist

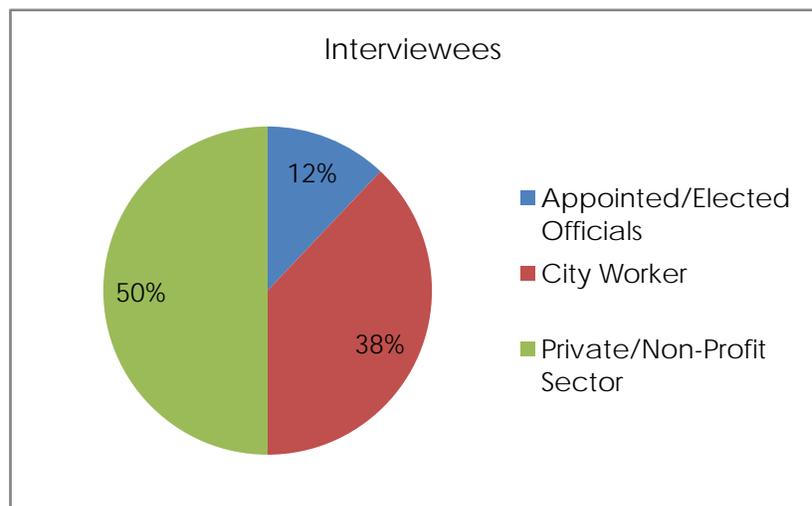


Figure 1

and medical anthropologist, who established the importance of questions that are informant centered, that "honor" the informant's perception of a problem and that work toward integrating multiple views of the same problem.

The Interviews

The interviews were conducted over the course of three days (May 6, 7, and 8, 2009). A total of 59 people were interviewed in 53 interview sessions. Interviews were conducted by eight members of the Consulting Team and lasted approximately 30 minutes each.

Interviewers collected basic demographic data on each interviewee including whether or not the interviewee is a resident of Flagstaff, their professional role and affiliation, and familiarity with the current Flagstaff code. The consultant team used a standard set of open-ended questions to seek impressions on the existing development code and understand the priority in which issues should be considered in preparing the new code.

Among interviewees, 50 percent were business owners or representatives from non-profit organizations, 38 percent were employees of the City of Flagstaff, and 12 percent were elected or appointed officials currently serving the City (see Figure 1).

Key Issues

Interviewers kept detailed notes of each stakeholder meeting. Notes were subsequently compiled at the office of Lisa Wise Consulting, Inc. (LWC) where "key issues" from each session were recorded. "Key issues" are specific items mentioned by the interviewee as a relevant matter or point of substance to be considered when redeveloping Flagstaff codes and standards. Interviewees mentioned an average of 9.5 issues per session.

The LWC team, under the guidance of Pam Godde, a PhD in cultural anthropology, reviewed interview notes, then grouped related issues into categories and sub-categories.

Issues were categorized by subject without noting the interviewees opinions on how the issue should be addressed.

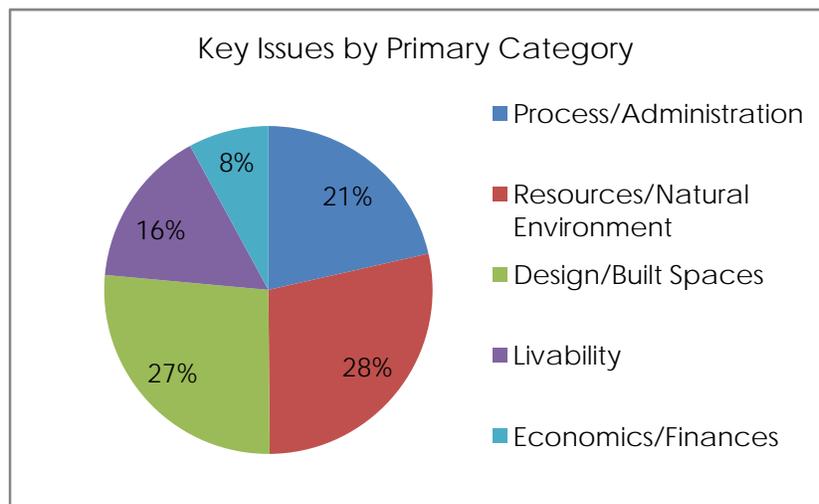


Figure 2

For example, one interviewee mentioned “process” as generally efficient and user friendly while another mentioned it as an area needing improvement. The issues noted in this process hold no inherent positive or negative connotation, but are areas that the Consultant Team will consider as the process moves forward.

The five major categories arose as: process/administration, resources/natural environment, design/built spaces, livability, and economics/finance:

- **Process/administration:** encompasses issues relating to the code structure, code organization, and permit processing.
- **Resources/natural environment:** includes issues regarding resource management, conservation, and sustainability.
- **Design/built space:** includes issues relating to how people experience the built environment and the physical and aesthetic impacts of design.
- **Livability:** encompasses issues relating to the quality of life, history, neighborhood character, and affordability.
- **Economic/finances:** includes issues relating to business development and the financial impacts of proposed code changes.

Throughout the interviews, items relating to natural resources and the environment represented 28 percent of issues mentioned. Design/built spaces was of nearly equal concern, representing 27 percent. Process/administration issues accounted for 21 percent, livability for 16 percent and economics/finance for 8 percent. See Figure 2 for a representation of key issues.

Within the resources/natural environment category, resource management issues were most frequently mentioned, accounting for 41 percent of issues within this category. Design/built space issues were dominated by comments regarding compact development and infill (41 percent) and mobility (38 percent). Process/administration issues were largely in regard to communication/interpretation and complexity (45 percent). Within the livability category, the largest percentage (42 percent) of issues mentioned related to historic preservation and quality of life. Affordability, largely with regard to housing, was the single most frequently cited issue within the larger livability category and was brought up in 28 percent of interviews. Issues relating to economics and finance were most frequently unique comments mentioned by only one interviewee and were thus classified as “other”. The “other” category accounted for 41 percent of issues within this category. See Appendix B for a breakdown of the subcategories within each primary category.

Key issues mentioned were largely similar among each category of interviewee, however a higher percentage (41 percent) of City workers noted issues regarding resources/natural environment than did officials (26 percent) and members of the public/non-profit sector (26 percent). See Figure 3 for a breakdown of key issues mentioned by City workers.

Among interviewees from the private and non-profit sector, the largest percentage of issues mentioned were those within the design/built environment category (26 percent) and issues relating to resources/natural environment (26 percent). Compared to the other interviewee categories, members of the private and non-profit sector mentioned a higher percentage of issues relating to economic/finances, which accounted for 12 percent of issues mentioned by this group. See Figure 4 for a breakdown of key issues mentioned by interviewees representing the private and non-profit sectors.

Issues mentioned by appointed/elected officials were

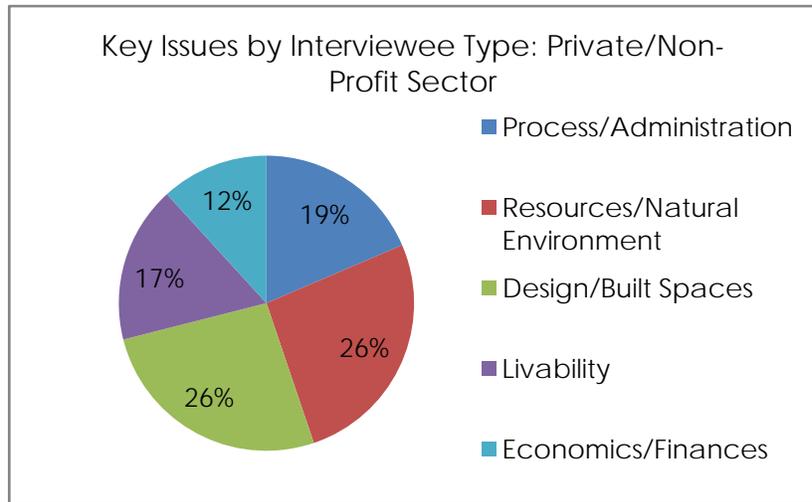


Figure 3

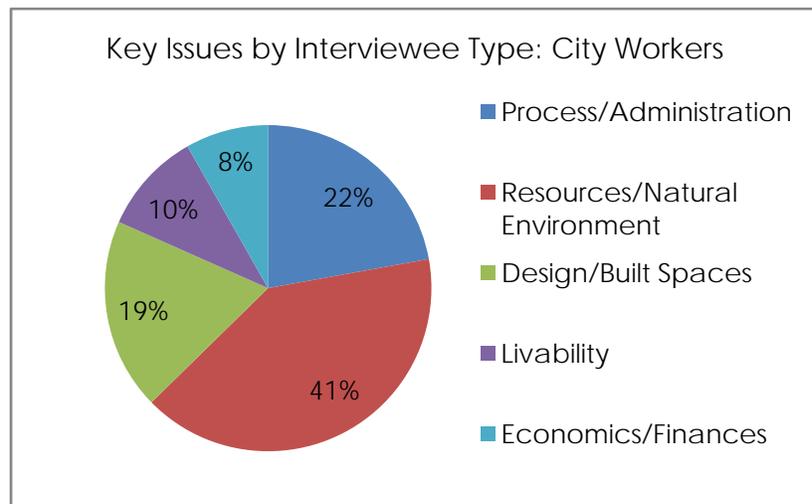


Figure 4

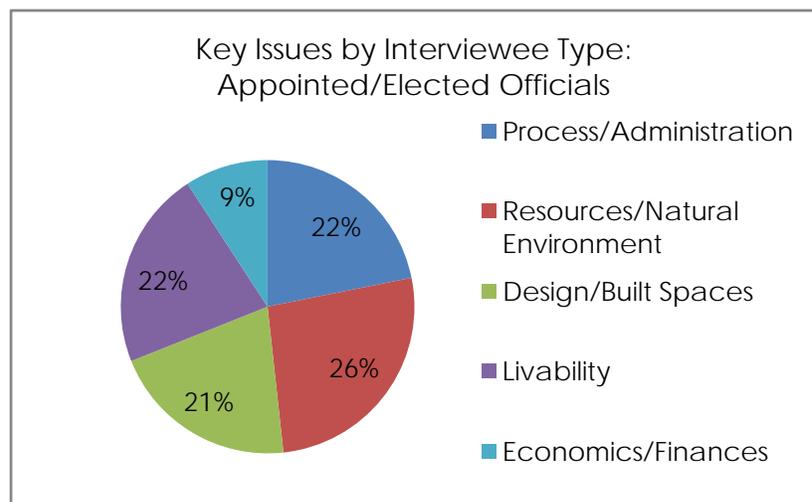


Figure 5

spread fairly evenly among resources/natural environment, process/administration, design/built spaces, and livability, while issues relating to economic/finances were mentioned with the least frequency. Within livability, this group commented most frequently on affordability and specific neighborhood concerns. Refer to Figure 5 for the distribution of issues mentioned by appointed/elected officials.

Conclusion

The (59) individuals who participated in the initial interviews were unanimously enthusiastic, generous with information and pleased to be involved in the zoning code rewrite process. Most of the respondents were familiar with the Flagstaff zoning code. Most of the respondents were residents of Flagstaff, many of them longtime residents (over 10 years). The interviews succeeded in providing a first step in community consensus for the Consultant Team. These initial, formal interviews provided a substantive list of key issues and their priorities, and will help guide the Consultant Team on where to focus efforts to improve current code.

Contact

Please contact the team at Lisa Wise Consulting, Inc. with any questions or comments regarding the interview analysis.

phone: 805.595.1345

email: lisa@lisawiseconsulting.com

Appendix A: Interview Questions

How long have you lived in Flagstaff?

If you do not live in Flagstaff, where? Why?

What is your role/profession/employment?

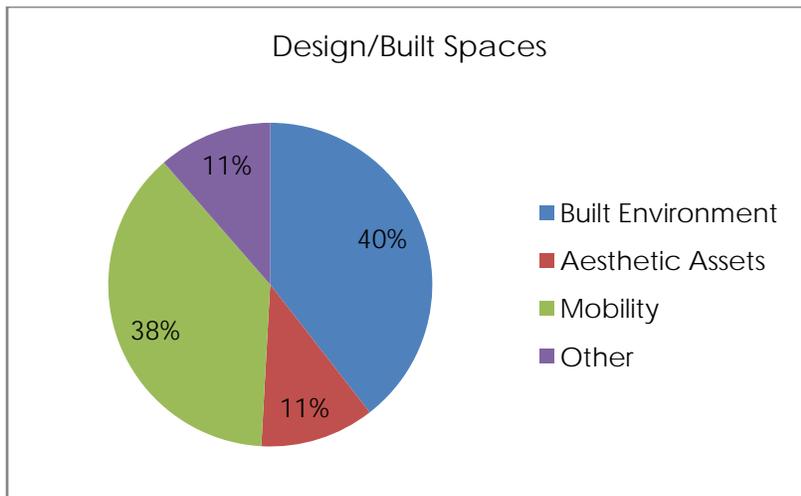
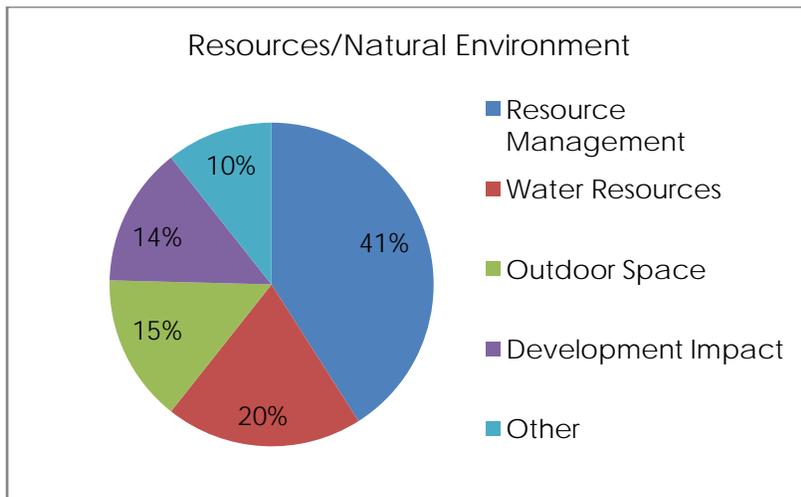
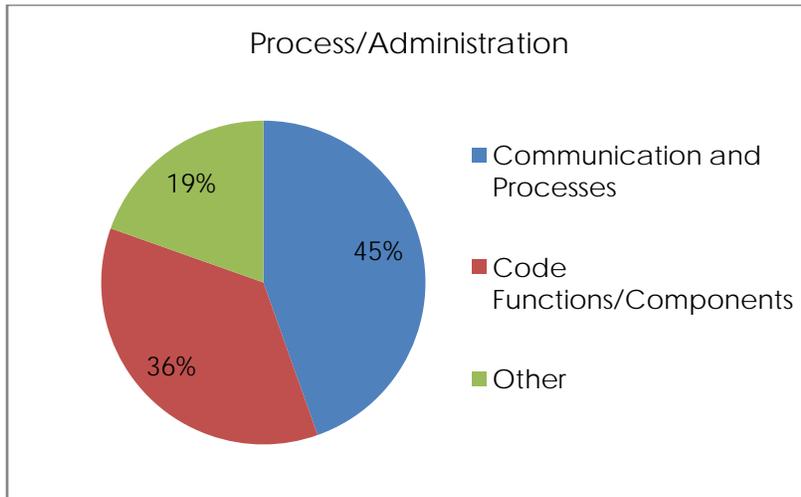
Where did you live before you moved here?

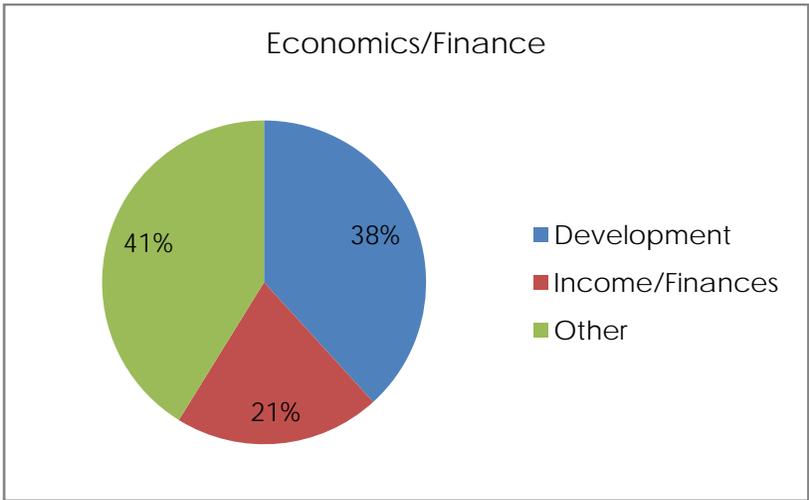
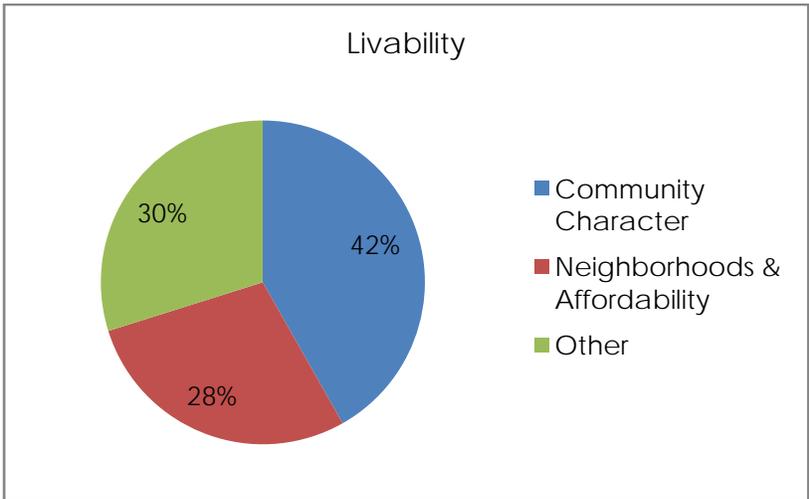
Why did you move here?

Describe your knowledge and/or familiarity with the present zoning code.

1. In your opinion, what are all the aspects of the existing zoning code that are successful and why? What are all the aspects that need to be improved and why?
2. What are things that the Flagstaff zoning code should protect and those that the zoning code should encourage?
3. Locally, regionally, or world-wide – what are the places that you consider to have ideal zoning and/or layout/design? Why?
4. If you could envision an “ideal Flagstaff” 25 years into the future, what would it look like?

Appendix B: Key Issue Breakdown by Subcategory





Flagstaff Interview Analysis - Summary of Ideal Locations and Vision for Flagstaff

1. Places Considered Ideal

Santa Fe, NM (3)	Places more/appropriate amount of attention on aesthetics; drought tolerant plant/planting guidelines
Boulder CO (3)	But it's a little too big, too much traffic; taken care of, others not – ex. affordable housing
Taos (2)	
San Francisco (2)	Water defines nature, surrounds dev.; lot age
Grand Canyon (2)	Wild and easily reached; tourist geared
Flagstaff Heritage Square (2)	
Tucson	Use of grey water, and per capita water use
Santa Monica	
Old Town Pasadena	
Seattle	Greater palette of building material while maintaining consistency, particularly roofs
Telluride	
Italy/Spain	Restaurants surrounding squares
San Celestron, Spain	Pedestrianized historic district
Coconino Forest	Size and diversity and easily reached
Davis, CA	Great bike facilities and walkability
Portland, OR	Great bike facilities and walkability
Oregon	Bike lanes
Europe	Bike facilities ex. Paris automated bike rental systems
Lamesilla outside Las Cruces	
NW Chicago neighborhoods	
Washington, DC	Open areas, vistas, public spaces
Denver	Good public transit (5 minute frequency)
Reno	Good use of river for space
London	Public squares
Prescott, AZ	Public square
Willamette River Valley	
Vail	

2. 25-Year Vision for Flagstaff

- A future where Yuma, Phoenix, and Scottsdale have melded into one, indiscernible conglomeration, and it is 150 degrees at night, no water...and people look north and see stars in the sky and cool breezes coming off the forested foothills in Flagstaff.
- Downtown redeveloped with TND, 5-8 stories tops; close off some of the surrounding streets – more patio seating; address parking needs perhaps with structured parking; more development on the southside --- more TND! More neighborhoods.
- No sprawl; about 60,000 people (currently projected for 120,000); continued good bus system; traffic not any worse; more infill – people living in density must have space.
- Extremely bike accessible; lanes and parking and paths; more concentrated development; natural native landscaping – no green lawns as they are a waste of water; all new developments get recycled water lines.
- More neighborhood areas; a little more height; traditional design; pedestrian districts; open space and access to open space.
- Transit goes further out 15-30 miles; transit oriented development for example downtown transfer center.
- Destination with a theme.
- Memorable historic Flagstaff – water, growth, organization.
- Successful policy to have O & M working sustainability for our infrastructure.
 1. Public education to pay for bonds & taxes to support operations.
 - City sales tax-primarily
 - Tourist tax too
 2. Water
 3. TND in broader context